DD/S&T 4657/76
11 October 1976

STATINTL

MEMORANDUM FOR: ▮▮▮▮▮▮▮▮▮▮▮ Deputy Director of
Training

SUBJECT: Agenda Items for Monthly Meetings

1. To follow up our discussion today, I do have a few
topics for consideration as agenda items for the future
meetings with D/OTR. Briefly they are:

a. Agency Management Training Programs

Guidance should be made available on the optimum
sequence that should be followed in planning management
training for employees. This could well vary with the
professional disciplines involved. We understand that
this approach was included in a systematic approach
proposed by the Management and Administrative Training
Branch of OTR last fall. Agency supervisors, and for
that matter Training Officers, are usually not well
acquainted with the inter-relationships between OTR
management courses. A vivid example of the confusion
that prevails can be seen in the Development Profiles
(PDP, Part II) which are invariably weak, or at least
inconsistent, in the training recommended for like
individuals.

b. Training for Agency First-Line Supervisors

A requirement exists to provide instruction tailored
to the new Agency supervisor/manager. The Fundamentals
of Supervision and Management Course provides valuable
information on the related basic techniques and principles,
however, it does not go into policy and procedures unique
to this Agency. Instruction is called for in the basics
of supervision but also in the actual mechanics and
governing policy the new supervisor should be aware of.
The NPIC approach to this training may offer a model to
build an Agency-wide (i.e., OTR conducted) course.

c. Basic Skills Training for Secretaries

A fresh look should be taken at secretarial train-
ing within the Agency. These employees represent a

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significant part of the Agency's total resources. This
is the most universal and largest profession in the
Agency yet it receives relatively little attention in
the form of dedicated training. The clerical employees
in the DDS&T have voiced a strong concern for instruction
in such areas as refresher typing, stenography and the
operation of the Mag Card I, A, and II systems. The
OTR Curriculum Committee has stated that a policy decision
was reached years ago to discontinue basic skills train-
ing adding that OTR is not staffed to offer this sort of
training. The Office of Personnel is, of course,
responsible for clerical testing. These tests, especially
the qualifying test in stenography, are important factors
in the growth potential of an Agency secretary. Presently
we send secretaries to outside schools for this instruc-
tion yet their mastery of the IBM or CSC courses bears
little correlation to their successfully passing the
Agency tests. Quite possibly instruction tailored to
the needs of the Agency is called for. Instruction in
the Mag Card systems could be accomplished on an informal
ad-hoc basis. The Curriculum Committee noted this summer
that the EXO/OTR would look into using the OTR Word
Processing Center as a training ground for this instruction.

d. Short Deadlines on Premier Courses

Over this past year we have received a rash of
late notices on many of the top courses offered by the
Agency, DOD, and external academic institutions. Two
weeks lead time does not allow for the satisfactory
selection of candidates in the Directorates. We are currently
preparing a long-range tickler system to anticipate regularly
scheduled courses--OTR may wish to consider using this
approach for those courses which do not already appear on
the OTR Catalog Schedule.

e. Agency Policy and Training on MBO

We are not clear on the overall policy toward MBO
in the Agency and this has resulted in spotty participation
in the two related courses offered by OTR. Last summer
the Curriculum Committee noted that OTR was awaiting an
indication of Mr. Knoche's "management style" before
moving ahead with MBO training. Guidance on this issue
would significantly assist us in the areas of training
as well as general personnel management.

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   f. Distribution of Literature on External Training

      Presently the distribution of printed information
on ad-hoc external training opportunities is based on
the number of copies of the document OTR receives and
on listings of areas of interest which were formulated
on inputs received by individual components. Material
received by the STOs may have gone directly to all or
none of their respective components. These STOs may be
the best focal point for the distribution of such
information, especially in substantive areas unique to
that given directorate.

   g. Incorporation of Contract Employee Training Records
in the Agency Automatic Training Record System

      The training records on Contract employees, both
past and present, are maintained separately from the
regular Agency Training Record data base. The DDS&T,
as well as the DDO, employs a large number of former
and current Contract employees. To obtain the record on
all employees one must interrogate two separate systems.
Consolidation of these two systems is recommended.

   2. I can expand on any or all of the above if you wish.
We have additional topics yet they are, for the most part,
unique to this Directorate.

                                          STATINTL

                              Senior Training Officer
                                    DDS&T

ROUTING AND RECORD SHEET

SUBJECT: (Optional)					
Agenda Items for Monthly Meetings					

FROM: STO/DDS&T
6E38, Hqtrs.

EXTENSION ▮▮▮

NO.

OTR Registry
76-2933   STATINTL

DATE 18 Oct 76

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
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